

Administrative - Internal Use Only

20 FEB 1973

MEMORANDUM FOR THE RECORD

SUBJECT : Evaluation Systems

REFERENCE: Routing Slip Note dtd 6 Feb 73 to OL/PS fr EO/OL, Requesting
Review of Papers from Office of DD/S

1. The papers received from the Office of the DD/S are informative from the standpoint of giving us some insight into the thinking at that level on evaluation systems and progress reports. They offer nothing really new, however, to the traditional systematic and logical approach on how to evaluate.

2. As to the proposed reporting system, I believe that use of a stereotyped weekly report would be far too frequent and would become voluminous and cumbersome considering that programs should be aimed toward long-range and continuing objectives in many instances. To avoid the stigma of negative reports, we would soon find ourselves consuming a lot of time and effort in reporting each week on infinitesimal fragments of progress. Even with short-term objectives, it is my opinion that a bi-monthly synopsis of progress would be more than sufficient for senior management. Also, this would be consistent and coincide with the requirement for a bi-monthly oral report from each Support Directorate component Head.

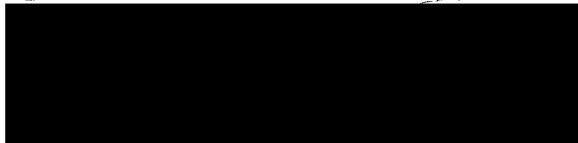
3. My primary concern is the absence in the papers of any thoughts on the formulation of meaningful and measurable objectives. [REDACTED] both point out that objectives are "significant" and "crucial" but do not bring out any further substantive thoughts on the matter. To me, the proper structuring of objectives is the key which must be turned before evaluation systems can be worthwhile. To do otherwise is much like putting a ship to sea without knowing its next port of call or time of arrival. The ships performance can be planned and evaluated in terms of cargo tons, personnel, speed, fuel consumed, etc., but this becomes somewhat pointless in the absence of a timely destination, e.g., the end result which will be achieved as a result of the performance. The objectives assigned to the Office of Logistics by the Support Directorate also reflect an absence of definite achievement.

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In my opinion, they are program plans which can be assumed to achieve results in terms of increased effectiveness or efficiency, but, no such achievements are specifically stated to be expected as a result of completing the plans and programs. In summary, I think there is much that needs to be done toward developing and adopting meaningful and measurable objectives. Once that has been done, we can then develop evaluation systems to measure achievements toward the objectives. Further, to be responsive to the needs of management, Logistics objectives should be originated by senior Logistics managers at not less than Division Chief level.



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Planning Staff, OL